

**BA-PHALABORWA MUNICIPALITY**



**PERFORMANCE AGREEMENT**

**2024/2025**

**NDZIMANDE AT  
CHIEF FINANCIAL OFFICER**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE BA-PHALABORWA MUNICIPALITY**

**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**DR KKL PILUSA**

**(Herein and after referred to as the Employer)**

**AND**

**CHIEF FINANCIAL OFFICER**

**NDZIMANDE AT**

**(Herein and after referred to as the Employee)**

**FOR THE**

**FINANCIAL YEAR:**

**01 JULY 2024 – 30 JUNE 2025**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

## 1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

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**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to:

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 In the event of outstanding performance, to appropriately reward the employee;

2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

**3. COMMENCEMENT AND DURATION**

3.1 This Agreement will commence on **01 July 2024** and will remain in force until **30 June 2025** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;

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- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised

**4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
  - 4.1.2 The time frames within which those performance objectives and targets must be met; and.
  - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
  - 4.2.1 Key objectives that describe the main tasks that need to be done;
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the time frame in which the targets must be achieved; and
  - 4.2.4 Weightings showing the relative importance of the key objectives to each other;

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- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee;
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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LEVEL <sup>3</sup>	WEIGHTING	v	z	CORE MANAGERIAL COMPETENCIES <sup>1</sup>
	%			
				Strategic Capability and Leadership
				Programme and Project Management
		v		Financial Management
				Change Management
				Knowledge Management
				Service Delivery Innovation
				Problem Solving and Analysis

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (v) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

5.7 Manager's responsibilities are also directed in terms of the above-mentioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager

KPA No.	Key Performance Areas	100%
1	Spatial Rationale	0%
2	Basic Service Delivery	2%
3	Municipal Financial Viability and Management	47%
4	Local Economic Development (LED)	2%
5	Municipal Institutional Development and Transformation	26%
6	Good Governance and Public Participation	23%
		<b>Converted to 80%</b>

5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

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- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:
  - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for the evaluation of the Employee's performance;
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP
- 6.5 The Annual performance appraisal will involve:
  - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

**6. PERFORMANCE ASSESSMENT**

<sup>1</sup>As published and defined within the Draft Competency Guidelines,  
 Government Gazette 23, March 2007  
<sup>2</sup>Compulsory for municipal manager  
<sup>3</sup>Proficiency level (1, 2 or 3) as stipulated in the Draft Competency  
 Guidelines, Government Gazette 23, March 2007

Converted to 20%		
People Management and Empowerment	V	10
Client Orientation and Customer Focus	V	25
Communication		15
Accountability and Ethical Conduct		10
TOTAL PERCENTAGE		100%

(a) Each KPA should be assessed according to the extent to which the specified

standards or performance indicators have been met and with regard to *ad-hoc* tasks that had to be performed under the KPA

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and

(d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.2 Assessment of the CCRs:

(a) Each CCR should be assessed according to the extent to which the specified standards have been met

(b) An indicative rating on the five-point scale should be provided for each CCR

(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score

(d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

(d) and 6.5.2 (d) above; and

(b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

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6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel consisted of the following persons will be established:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	100 – 132	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	67 – 99	Not fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after each

**8. DEVELOPMENTAL REQUIREMENTS**

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;

Quarter	Review Period	Review to be completed by
1	July – September 2024	October 2024
2	October – December 2024	February 2025
3	January – March 2025	April 2025
4	April – June 2025	August 2025

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

- 6.7.1 Municipal Manager
- 6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);
- 6.7.4 A Municipal Manager from another municipality; and
- 6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;  
9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:

10.1.1 A direct effect on the performance of any of the Employee's functions

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer

10.1.3 A substantial financial effect on the Employer

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay

## 11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the

Contract of Employment shall apply.

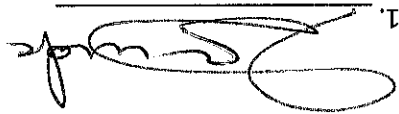
**13. GENERAL**

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

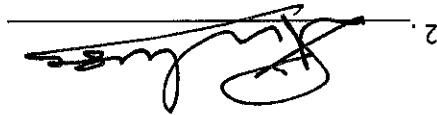
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Phalaborwa on this the 30 day of July 2024

1. 

CHIEF FINANCIAL OFFICER

2. 

MUNICIPAL MANAGER

3. AS WITNESSES:

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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# Annexure A

## PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

**AS REPRESENTED BY THE MUNICIPAL MANAGER**

**Dr KKL PILUSA**

["the Employer"]

**AND**

**NDZIMANDE AT**

**CHIEF FINANCIAL OFFICER**

["the Employee"]

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## BUDGET AND TREASURY

### CHIEF FINANCIAL OFFICER SCORECARD 2024 – 2025

**VISION :** “ Provision of quality services for community well-being and tourism development”

**MISSION:** “To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”.

**VALUES:** Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

**FUNCTIONAL AREA: BUDGET AND TREASURY**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

**Monthly projections of revenue for each source**

Sources of Revenue	2024 Monthly Projections												2025 Monthly Projections												Total		
	R'000												R'000														
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
Property Rates	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	16 226	194 706
Service charges – electricity	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	16 493	197 916
Service Charges – Refuse	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	1 826	21 914
Rental of Facilities and Equipment	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	285
Interest on external Investments	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	449	5 394
Interest Earned – Outstanding Debtors	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	5 509	66 103
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	1 438
Licenses and permits	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	537	6 445
Agency services	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	574	6 888
Transfers recognised - operational	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	18 601	223 212
Transfers recognised - capital	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	3 341	40 098
Other Revenue	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	748	8 970
<b>Total Revenue by Source</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>64 447</b>	<b>773 369</b>

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Monthly Projections of Expenditure (Operating and Capital) and Revenue by Vote: First Quarter

Expenditure and Revenue by Vote	July 2024 Outcome			August 2024 Outcome			September 2024 Outcome					
	R'000	OPEX	Capex	Rev	R'000	OPEX	Capex	Rev	R'000	OPEX	Capex	Rev
Executive and council	7 467	-	-	-	7 467	-	-	-	7 467	-	-	-
Budget & Treasury and Administration	23 374	142	40 120	40 120	23 374	142	40 120	40 120	23 374	142	40 120	40 120
Community and Social Services	3 837	1 081	19	19	3 837	1 081	19	19	3 837	1 081	19	19
Public Safety	1 950	-	537	537	1 950	-	537	537	1 950	-	537	537
Economic and Environmental Services	3 148	-	23	23	3 148	-	23	23	3 148	-	23	23
Road Transport	8 903	2 675	3 371	3 371	8 903	2 675	3 371	3 371	8 903	2 675	3 371	3 371
Electricity	18 625	668	17 493	17 493	18 625	668	17 493	17 493	18 625	668	17 493	17 493
Waste Management	788	417	2 885	2 885	788	417	2 885	2 885	788	417	2 885	2 885
<b>Total by Vote</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>64 447</b>

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Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Expenditure and Revenue by Vote	October 2024 Outcome R'000			November 2024 Outcome R'000			December 2024 Outcome R'000		
	OPEX	Capex	Rev	OPEX	Capex	Rev	OPEX	Capex	Rev
Executive and council	7 467	-	-	7 467	-	-	7 467	-	-
Budget & Treasury and Administration	23 374	142	40 120	23 374	142	40 120	23 374	142	40 120
Community and Social Services	3 837	1 081	19	3 837	1 081	19	3 837	1 081	19
Public Safety	1 950	-	537	1 950	-	537	1 950	-	537
Economic and Environmental	3 148	-	23	3 148	-	23	3 148	-	23
Road Transport	8 903	2 675	3 371	8 903	2 675	3 371	8 903	2 675	3 371
Electricity	18 625	668	17 493	18 625	668	17 493	18 625	668	17 493
Waste Management	788	417	2 885	788	417	2 885	788	417	2 885
<b>Total by Vote</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Expenditure and Revenue by Vote	January 2025 Projections R'000			February 2025 Projections R'000			March 2025 Projections R'000		
	OPEX	Capex	Rev	OPEX	Capex	Rev	OPEX	Capex	Rev
Executive and council	7 467	-	-	7 467	-	-	7 467	-	-
Budget & Treasury and Administration	23 374	142	40 120	23 374	142	40 120	23 374	142	40 120
Community and Social Services	3 837	1 081	19	3 837	1 081	19	3 837	1 081	19
Public Safety	1 950	-	537	1 950	-	537	1 950	-	537
Economic and Environmental Services	3 148	-	23	3 148	-	23	3 148	-	23
Road Transport	8 903	2 675	3 371	8 903	2 675	3 371	8 903	2 675	3 371
Electricity	18 625	668	17 493	18 625	668	17 493	18 625	668	17 493
Waste Management	788	417	2 885	788	417	2 885	788	417	2 885
<b>Total by Vote</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Expenditure and Revenue by Vote	April 2025 Projections R'000				May 2025 Projections R'000				June 2025 Projections R'000			
	OPEX	Capex	Rev	Total	OPEX	Capex	Rev	Total	OPEX	Capex	Rev	Total
Executive and council	7 467	-	-	7 467	7 467	-	-	7 467	7 467	-	-	7 467
Budget & Treasury and Administration	23 374	142	40 120	23 374	142	40 120	23 374	142	40 120	40 120	23 374	
Community and Social Services	3 837	1 081	19	3 837	1 081	19	3 837	1 081	19	19	3 837	
Public Safety	1 950	-	537	1 950	-	537	1 950	-	537	537	1 950	
Economic and Environmental Services	3 148	-	23	3 148	-	23	3 148	-	23	23	3 148	
Road Transport	8 903	2 675	3 371	8 903	2 675	3 371	8 903	2 675	3 371	3 371	8 903	
Electricity	18 625	668	17 493	18 625	668	17 493	18 625	668	17 493	17 493	18 625	
Waste Management	788	417	2 885	788	417	2 885	788	417	2 885	2 885	788	
<b>Total by Vote</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>68 093</b>	<b>4 983</b>	<b>64 447</b>	<b>64 447</b>	<b>68 093</b>	

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

Total Monthly Projections of Revenue and Expenditure by Vote for 2024/25

Expenditure and Revenue by Vote	R'000	2024/25 Total Expenditure and Revenue by Vote		
		OPEX	Capex	Rev
Executive and Council	89 604		-	-
Budget and Treasury and Administration	280 493		1 700	481 434
Community and Social Services	46 041		12 975	227
Public Safety	23 406		-	6 445
Economic and Environmental Services	37 770		-	275
Road Transport	106 839		32 104	40 457
Electricity	223 499		8 014	209 912
Waste Management	9 458		5 000	34 620
<b>Total by Vote</b>	<b>817 111</b>		<b>59 792</b>	<b>773 369</b>

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.



## **KPA 2:**

# **BASIC SERVICE DELIVERY**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 2 : Basic Service Delivery 3%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/25 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>2.1 Free Basic Electricity</b>												
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2025	Chief Financial Officer	419	2716	OPEX	2716	2716	2716	2716	Indigent Register and Proof of payment to ESKOM

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

## **KPA 3:**

# **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 3: Municipal Financial Viability and Management 48%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>3.1 Financial Viability</b>												
3.1.1	Governance and administration	Improve financial viability	% of improvement in revenue collection quarterly (improvement from 65% to 80% by 30/06/2025)	Chief Financial Officer	78%	80%	OPEX	68.75%	72.5 %	76.25%	80%	Quarterly reports on revenue collection
3.1.2	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2025	Chief Financial Officer	8%	15%	OPEX	3.75%	7.5%	11.25%	15%	Quarterly reports on debt collection
<b>3.2 Financial Management</b>												
3.2.1	Good governance and administration	Good corporate governance and public participation	Number of Approved budget planning schedule by 31/08/2024 (legislated date)	Chief Financial Officer	1	1	OPEX	1	n/a	n/a	n/a	Approved budget planning schedule by council and Council resolution
3.2.2	Good governance and administration	Good corporate governance and public participation	Number of Approved 2025/26 Draft Budget by Council by 31/03/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	1	n/a	Approved Draft Budget by Council and council resolution
3.2.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2025/26 Final Budget by Council by 31/05/2025 (1 month before the start of the new financial year)	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	Final Budget approved by Council and council resolution
3.2.4	Good governance and administration	Good corporate governance and public participation	Number of Approved 2024/25 adjustments budget by 28/02/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	1	n/a	Adjustment budget document and council resolution
3.2.5	Good governance and administration	Good corporate governance and public participation	Number of Reviewed budget related policies by	Chief Financial Officer	23	29	OPEX	n/a	n/a	n/a	29	Approved budget related policies and Council resolution

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 3: Municipal Financial Viability and Management 48%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
		participation	31/03/2025									<ol style="list-style-type: none"> <li>1. Property Rates Policy</li> <li>2. Tariff Policy</li> <li>3. Credit Control and Debt Collection By-law</li> <li>4. Indigent Policy</li> <li>5. Indigent Subsidy By-law</li> <li>6. Supply chain management policy</li> <li>7. Virement policy</li> <li>8. Budget policy</li> <li>9. Petty Cash policy</li> <li>10. Asset Management Policy</li> <li>11. Bad Debts Write Off</li> <li>12. Deposit &amp; Refund Policy</li> <li>13. Cash management and Investment Policy</li> <li>14. Fleet management Policy</li> <li>15. Unknown Deposit Policy</li> <li>16. Electricity Supply By-law</li> <li>17. Subsistence and travelling Policy</li> <li>18. Customer care Policy and Service Standards</li> <li>19. Inventory Management Policy</li> <li>20. Model SCM Policy for Infrastructure Procurement and Delivery Management</li> <li>21. Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy</li> <li>22. Cost Containment Policy</li> <li>23. Gifts, Donations and Sponsorship policy</li> <li>24. Property Rates By-laws</li> <li>25. Tariff Book</li> <li>26. Borrowing Policy</li> <li>27. Funding and Reserve Policy</li> <li>28. Infrastructure and Investment Policy</li> </ol>

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 3: Municipal Financial Viability and Management 48%													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)		
3.2.6	Good governance and administration	Good corporate governance and public participation	Supply Chain structures / Committees members appointed by 07/07/2024	Chief Financial Officer	3	3	OPEX	3(Specification, Evaluation, Adjustment	n/a	n/a	n/a	n/a	Appointment letters of bid committees members
3.2.7	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2025	Chief Financial Officer	4	4	OPEX	1	1	1	1	1	Quarterly assets verifications reports
3.2.8	Governance and administration	Improve financial viability	Number of quarterly financial reports by 30/06/2025	Chief Financial Officer	4	4	OPEX	1	1	1	1	1	Quarterly financial report and financial statement
3.2.9	Good governance and administration	Good corporate governance and public participation	Number of Reviewed five year financial plan by 31/03/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	1	n/a	n/a	Approved financial plan
3.2.10	Governance and administration	Improve financial viability	Number of quarterly implementation reports compiled on revenue enhancement strategy by 31/03/2025	Chief Financial Officer	4	4	OPEX	1	1	1	1	1	Quarterly reports on revenue enhancement
3.2.11	Good governance and administration	Advance good corporate governance	Number of monthly strings uploaded using the LG Portal within 10 working days at the end of each month by 30/06/2025	Chief Financial Officer	12	12	OPEX	3	3	3	3	3	Monthly strings proof of submission within 10 working days
3.3.12	Good governance and administration	Advance good corporate	Number of Monthly reports on	Chief Financial Officer	12	12	OPEX	3	3	3	3	3	Monthly reports submitted to MDM

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 3: Municipal Financial Viability and Management 48%													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required	
								1 <sup>st</sup> Quarter (1 Jul - 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr - 30 Jun 25)		
	administration	governance	Compliance to water Service Level Agreement) by 31/03/2025										
3.2.13	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	Updated indigent register	
3.2.14	Governance and administration	Improve financial viability	% of customers whose electricity supply is disconnected due to arrears in line with Credit Control Policy by 30/06/2025	Chief Financial Officer	New	100%	OPEX	100%	100%	100%	100%	Disconnection list submitted to Technical Service department.	
3.2.15	Governance and administration	Improve financial viability	% of properties (excluding villages) on the valuation roll to be matched to the Financial Management System by 30/06/2025	Chief Financial Officer	New	100%	OPEX	100%	100%	100%	100%	Billing report Valuation roll General Valuation reconciliation report	

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

## **KPA 4:**

# **LOCAL ECONOMIC DEVELOPMENT**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 4: Local Economic Development 3%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>4.1 Enterprise Support</b>												
4.1.1	Economic	Develop tourism and grow the economy	Number of SMMEs supported quarterly through municipal SCM procurement by 30/06/2025	Chief Financial Officer	459	200	OPEX	50	100	150	200	System generated expenditure reports with SMME supported

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

# **KPA 5:**

## **MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 5: Municipal Transformation and Institutional Development 26%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>5.1 Organisational Design &amp; Human Resource</b>												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by 30/06/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Submission of departmental attendance registers by the 1 <sup>st</sup> of each month	Chief Financial Officer	by the 1 <sup>st</sup> of each month	by the 1 <sup>st</sup> of each month	OPEX	by the 1 <sup>st</sup> of each month	by the 1 <sup>st</sup> of each month	by the 1 <sup>st</sup> of each month	by the 1 <sup>st</sup> of each month	Dated proof of submission to Corporate Services
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 06 <sup>th</sup> of each month	Chief Financial Officer	Before the 06 <sup>th</sup> of each month	Before the 06 <sup>th</sup> of each month	OPEX	Before the 06 <sup>th</sup> of each month	Before the 06 <sup>th</sup> of each month	Before the 06 <sup>th</sup> of each month	Before the 06 <sup>th</sup> of each month	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Number of monthly Departmental Safety meetings held by 30/06/2025	Chief Financial Officer	11	11	OPEX	3	5	8	11	Agenda, safety minutes
<b>5.2 Skills Development</b>												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	1	n/a	Proof of Submission of Departmental Skills Development Plans
<b>5.3 Performance Management System</b>												
5.3.1	Good governance and administration	Advance good corporate governance	Number of monthly departmental meetings held by 30/06/2025	Chief Financial	11	11	OPEX	3	5	8	11	Minutes of Departmental meeting and attendance register

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 5: Municipal Transformation and Institutional Development 26%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24)	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
5.3.2	Good governance and administration	Advance good corporate governance	Number of portfolio committee meetings held by 30/06/2025	Chief Financial Officer	11	11	OPEX	3	5	8	11	Minutes of Portfolio committee meeting and attendance register
5.3.3	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements by 30/07/2024 ( one month after the start of each financial year	Chief Financial Officer	1	1	OPEX	1	n/a	n/a	n/a	Copy of signed agreements & submission to Cogesta
5.3.4	Good governance and administration	Advance good corporate governance	Number of 2023/24 AFS submitted to AG by 31/08/24	Chief Financial Officer	1	1	OPEX	1	n/a	n/a	n/a	Submission letter and copy of AFS

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

## **KPA 6:**

# **GOOD GOVERNANCE & PUBLIC PARTICIPATION**

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

KPA 6: Good Governance and Public Participation 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24 )	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>6.2 Public Participation and Ward Committees</b>												
6.2.1	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7 days of issue to Office of the MM by 30/06/2025	Chief Financial Officer	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	OPEX	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Dated proof of submission to office of the MM
6.2.2	Good governance and administration	Enhance stakeholder management	Number of quarterly Mayoral Imbizo and public participation attended by 30/06/2025	Chief Financial Officer	4	4	OPEX	1	1	1	1	Attendance register
<b>6.3 Corporate Governance</b>												
6.3.1	Good governance and administration	Advance good corporate governance	Number of Reviewed, documented approved internal controls (Creditors payment procedure manual) by 30/06/2025	Chief Financial Officer	1	1	OPEX	n/a	n/a	1	n/a	Approved copy of internal controls

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

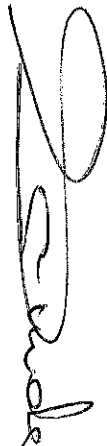
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KPA 6: Good Governance and Public Participation 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2025	Budget	2024/2025 Quarterly Projections				Evidence Required
								1 <sup>st</sup> Quarter (1 Jul – 30 Sept 24 )	2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 24)	3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 25)	4 <sup>th</sup> Quarter (1 Apr – 30 Jun 25)	
<b>6.4 Internal Audit</b>												
6.4.1	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions by 30/06/2025	Chief Financial Officer	100%	100%	OPEX	100%	100%	100%	100%	Audit committee resolution register
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations by 30/06/2025	Chief Financial Officer	75%	75%	OPEX	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.3	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed per quarter (2023/24 Audit Report) by 30/06/2025	Chief Financial Officer	75%	100%	OPEX	100%	100%	n/a	n/a	Audited AG Action Plan
<b>6.5 Risk Management &amp; Security management</b>												
6.5.1	Good governance and administration	Good corporate governance and public participation	% on implementation Risk Management action plans per quarter by 30/06/2025	Chief Financial Officer	New	100%	OPEX	25%	50%	75%	100%	Quarterly implementation report

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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Employee's Signature:

  
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Date: 30 July 2024  
\_\_\_\_\_

Witness

\_\_\_\_\_

Municipal Manager's Signature:

  
\_\_\_\_\_

Date: 30/07/2024  
\_\_\_\_\_

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

**PERSONAL DEVELOPMENT PLAN  
(PDP)**

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR KKL PILUSA

(The employer)

AND

NDZIMANDE AT

CHIEF FINANCIAL OFFICER

(The employee)



(a) The identified training needs should be entered into column one. The following should be taken into consideration:

**Organisational Needs:**

Strategic development priorities and competency requirements, in line with the Municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related:

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

**Column 2: Outcomes Expected**

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/develop ment area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance and practical agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

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Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le and/or development indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 5: Suggested Time Lines

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le and/or developm ent activity	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 4: Suggested Mode of Delivery

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le and/or developm ent activity	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/developm ent area	7. Support Person
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Column 3: Suggested Training

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Ba-Phalaborwa Municipality complies with the requirements of Protection of Personal Information Act 4 of 2013 and Promotion of Access to Information Act 2 of 2000.

This further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

**Column 6: Work Opportunity Created to Practice Skills / Development Area**

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work Opportunity created to practice skill/development area	7. Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

**Column 7: Support Person**

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested Training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work Opportunity created to practice skill/development area	7. Support Person
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Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Advance Excel	Reduction of Quarterly ARS	Excel/Power BI Trainings Excel Skills	Workshops Workshops	Quarterly One-off	Quarterly ARS Submission Analysing Excel Information	Municipal Manager

Employee's Signature:



Date: 30 July 2024

Municipal Manager's Signature:



Date: 30/07/2024

# Annexure C

## CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr KKL PILUSA

["The Employer"]

AND

**NDZIMANDE AT**

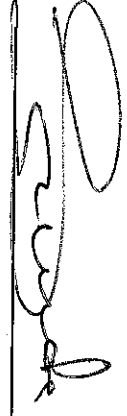
CHIEF FINANCIAL OFFICER

["The Employee"]

## CORE COMPETENCY FRAMEWORK: CHIEF FINANCIAL OFFICER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	25
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	15
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	5
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	10
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	5
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	5
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	5
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	5
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	5

Employee's Signature:


  
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Date: 30 July 2024  
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WITNESS

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Municipal Manager's Signature:

  
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Date: 30/07/2024  
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